

# Social Antecedents and Sustainability of Corporate Social Responsibility Initiatives: In Developing Country Perspectives

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## Abstract

This paper aims to determine whether the social endeavour approach of CSR initiatives leads to sustainability of projects; especially within an environment where economic wounds are still being healed and new opportunities are evolving within a society that has endured civil unrest for over 30 years. The pilot study revealed that a majority of corporate businesses in Sri Lanka are using CSR merely for charitable and social work, whilst only 11% are practicing CSR for strategic purposes. The most important factor of all is the continuous support that a government and society at large expects from its corporate businesses in the rebuilding of its economy; ensuring projects are correctly selected and being sustainable. The study used primary collected data for analysis collected from a sample of 360 shareholders /directors /managers /employees of 40 companies and 360 direct/indirect beneficiaries of 40 initiated CSR projects in Sri Lanka; these projects had been completed within a period of 5 years following a long civil war and. The researcher used frequency percentage to summarise, descriptive data analysis, structural equation methods to test hypotheses and in-depth interviews. Interestingly, it was found that implementing CSR initiatives focused on merely benefiting society does not deliver sustainability of those initiatives. In conclusion, it is advisable for corporate businesses to rethink their existing approach; considering the sustainability of these projects.

**Keywords:** Social endeavour, CSR, sustainability, biological environment, social environment, core competencies and satisfaction.

## 1.1 Background

Within management jargon, Corporate Social Responsibility (CSR) is not a new concept, but is still a new area within certain countries markets. After the publication of Friedman's, (1970) thesis; that stated the only social responsibility of a company is to maximise profits, management scholars began to develop and write various theoretical concepts regarding the corporate social responsibilities of a company.

During the last few decades much has been written on corporate responsibilities, corporate social responsibilities, stakeholder analysis, business strategy and competitive advantage (R Edward Freeman, 1984; Kulik, 1999; I. Maignan, Ferrell, & Hult, 1999; Porter, 1990). Corporate enterprises, governments and the general public have started to regard an importance of CSR as a meaningful concept. People have also started to believe that the company has an obligation to use its resources in ways that benefit society; through its committed participation as a member of society; taking account of society at large and improving welfare within society at large, independent of direct gains of the company (Kok, Van Der Wiele, McKenna, & Brown, 2001); these are all important factors today.

During the last few decades CSR has been regarded as a debatable subject by many scholars and practitioners; many are confused by the role it can play (A. B. Carroll, 1999). Many scholars continue to discuss the role and nature of social responsibility of a company within society; in other words, the real purpose of a company's very existence. Is it merely to generate a return (profits), or along with profit are there any other responsibilities that a company has towards its stakeholders. Until recently, scholars have believed that a company should not expect any financial and/or non-financial return from their CSR initiatives; however, most recent arguments revolve around the relationship between CSR and a company's performance (Orlitzky, Schmidt, & Rynes, 2003). Furthermore, the debate is about how they should be responsible to society at large, rather than the ways they make a contribution to society. Against this backdrop it is importance to confirm the relationship of social antecedents of CSR towards sustainability of CSR initiatives specially a developing country like Sri Lanka.

## What are Corporate Social Responsibility and its paradigm shift?

It is a very common difficulty within social sciences to derive one single definition for a subject; CSR is no exceptional.

Corporate Social Responsibility can be understood as the voluntary integration of social and environmental concerns into business operations and interaction with stakeholders (Enquist, Johnson, & Skålén,

2006). The World Business Council for Sustainability Development (2000) define CSR as; the continuing commitment by business to behave ethically and contribute to economic development, whilst improving the quality of life of the workforce and their families, as well as of the local community and society at large. Carroll A.B. (1979) and Andrews (1987) defined CSR as categories of economic, legal, ethical and discretionary activities of a business entity adopted towards the values and expectations of society. Values, ethics and corporate social responsibility are not mutually exclusive; rather they are inter-related and somewhat independent; globally business ethics and values have been around for a very long time.

With the development of new management thinking over the years, researches have given special attention to the link between CSR and a company's financial performance (Garone, 1999; Roman, Hayibor, & Agle, 1999). Peter Drucker (1954) examined the links between management and the prevailing political and social conditions, arguing that management is responsible "...to itself, to the enterprise, to our heritage, to our society, and to our way of life". According to Carroll's (1979), the CSR elements described above, mean that the economic component is business's fundamental responsibility to make profits and grow; the legal component is their duty to obey the law and to play according to the rules of the game; the ethical component is their obligation to respect the rights of others and to meet the obligations placed on them by society that ensures these rights and finally the discretionary component involves philanthropic activities that support the broader community.

Freeman (1984) highlights two of many important stakeholder strategies; a stockholder strategy, referred to as shareholder strategy and the social harmony strategy. According to Freeman, the shareholder strategy focusses on satisfying the desires of shareholders such as ROC, profitability; whilst the social harmony strategy talks about the balancing the needs of the various stakeholders. It is interesting to discover the reasons why a corporation is socially responsible whilst making a profit, as opposed to purely making a profit. Questions like, why do corporations need to be socially responsible and what if they are not responsible socially when running their businesses? Academics and practitioners have been searching for answers, using various arguments for years and years.

#### CSR: Looking at Social Antecedents Approach

With the many developments amongst global scholars, one school of thought believe CSR should be used mainly as a social endeavor and the other thinks that it should be linked to the corporate strategy for financial performance.

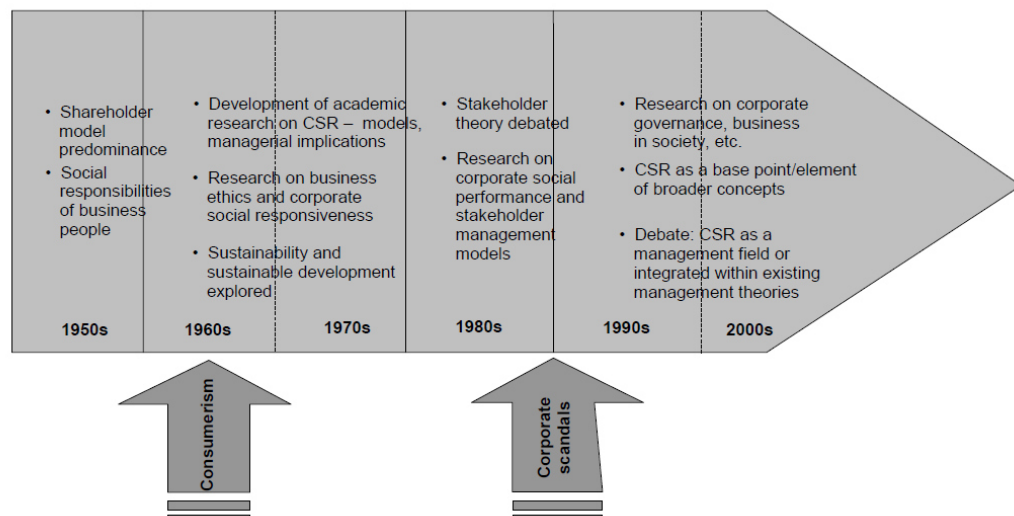
Both Carroll and Freeman focus on the economic/shareholder perspective and philanthropic/social harmony perspective of CSR.

Oliver's Typology (1991) suggest five strategies to confront CSR; the first two of them are "acquiesce" (acceptance of CSR values) and "compromise" (modifying CSR initiatives to suit its own needs).

Roberts' (2003) presents a theory of four manifestations of CSR; he presents the necessity and potential of dialogue across the corporate boundary with those most vulnerable to the effects of corporate conduct and the "responsible director" i.e. getting Organisation wide support to suit the organisational needs. At the same time CEO's globally believe that addressing societal expectations is an importance consideration for competitive success (McKinsey and Company, 2006).

Corporate philanthropy started from the donation of cash/goods to individuals and charities following good days resulting from organisations believing it to be the right thing to do. Business practices based on ethical and moral principles were advocated by pre-Buddhist and pre-Christian thinkers in the early centuries of civilisation e.g. Cicero in the first century and Kautilya in the fourth century BC. According to Weeden (1998), over time, organisations started focusing on the donation of cash and goods to an identified direction or to a particular theme that has some relationship to the company's core business; this practice is called strategic philanthropy.

(KHakabadse, Rozuel, & Lee-Davies, 2005) summarised the evolution of CSR research since 1950 as shown below.



### The Evolution of CSR research Source: (Kakabadse et al., 2005)

According to Collins Dictionary “social” means relating to society or the way society is being organised. Merriam Webster suggests that an obligation is something that a person must do because it is morally right. The first definition on CSR given by (Bowen, 1953) was based on the belief of social obligation. Later on many scholars have followed in his footsteps and even prescribed methods in which organisations should fulfil this obligation (A. B. Carroll, 1979; Sankar Sen & Bhattacharya, 2001). Based on the above viewpoints, academics and practitioners believe that an organisation should engage in activities which are desirable and are in-line with social values and objectives. Much work has been done by Carroll, (1979) in this regard and most importantly the CSR pyramid that she introduced plays a bigger role in defining CSR, as shown in Fig.2.2. As illustrated previously, Economic responsibility is the fundamental to all, especially when it comes to the corporate world. Every organisation strives to achieve profitability in order to gain investor confidence. The simple argument is that if an organisation is not achieving profits, it may not be able to survive as an ongoing business entity. In such a case, taking care of other social issues or acting in a socially responsible manner may not be possible. But the fact remain that profitability should be achieved in an ethical manner.

Prior to researchers analysing the ways CSR can be used as a corporate strategy, the phenomenon of using CSR for social performance was established in the corporate domain.

Carroll (1991) suggests many points on how a company can be ethically and philanthropically responsible to society:: performing up to the expectations of society, its morals and ethical norms; preventing ethical norms being compromised, purely in order to reach corporate goals; the importance of defining what is good corporate citizenship; the importance of adhering to the philanthropic and charitable expectations of society; the importance of employees to attend community activities; the importance of supporting educational institutions and emphasising the implementation of projects that will enhance the “quality of life”. These attributes clearly define the need for corporations to adhere and to use CSR for the benefit of social and biological environments, which will eventually lead to the satisfaction in both the community, as well as other entities such as; legal, public, etc. Bartelson (2006) and (Asongu, 2007) explained the strong link between CSR and civil society entities for improved projects. Labib Eid & Robert Sabella, (2014) found strong links between business entities and non-profit organisations in implementing CSR initiatives. The social harmony approach takes a communitarian oriented perspective (Selznick, 1994), it argues that the demand of all stakeholders must be balanced and does not separate ethics from business (Freeman, 1994).

### Importance of CSR in Developing Countries.

Despite the concept of CSR as a management tool being is new in developing countries, the practice of charitable work has been undertaken for many years. Continental European, Asian and African societies may not use the term CSR in their vocabularies; however, some of these societies have had a long lasting social contract where business has had a social obligation to its’ employees and/or the wider society, such as exists in Japan (Turner, 1993).

Rathnasiri, (2003) suggests in his research that amongst fifty local companies in Sri Lanka, there was no consensus within the private sector as to what CSR is. Kariyapperuma, (2011) interestingly found in his research that CSR involvement within Sri Lankan insurance companies suggests that the majority of the companies considered CSR as either a pure philanthropic act or to be used totally as a marketing tool. He also states that many of the CSR activities of the insurance companies are not strategically aligned to their core

business or the operation of the organisation.

Blowfield (2005) questions whether CSR can help companies redefine the meaning of good business practice in the interest of the poor and marginalized; also asking whether CSR helps development practitioners manage the possibilities and consequences of bloat capitalism within poor countries more effectively.

Interestingly in November 2004, following a number of developments within the developing world many socially driven organizations joined together to lobby the need for a meaningful CSR initiative that established a new meaningful agenda for developing countries as its main demand.

It is evident that most (almost 60%) of top Sri Lankan corporations practiced CSR as a charitable initiative instead of a meaningful activity. A critical agenda is necessary for the developing countries because so many authorities, including policy-makers, have identified that corporations can contribute at a higher level in meeting development challenges in many other areas, rather than just purely their economic contribution e.g. eradicating HIV/AIDS, reducing poverty, improving capacity building.

#### CSR and Sri Lankan Corporations

Against this background, the survey was conducted in order to identify how many Colombo Stock Exchange listed companies practice CSR; it also tried to analyse the level of corporate investment in CSR in terms of shareholder strategy, social-harmony strategy and CSR as a strategy as shown below.

#### CSR and Sri Lankan Corporations

Category	No-of Companies	Pure charitable work	Meaningful CSR activities	CSR as a social harmony	CSR as a corporate strategy	Sustainability of CSR projects
LMD 50	22	13	9	8	1	4
CCC	5	0	5	3	2	4
Total	27	13	14	11	3	8

Source: Survey results, 2012 and 2014

The sample was derived from the population of LMD 50 (most respected business entities) and ten of the winning companies from the Ceylon Chamber of Commerce Sustainability awards list. Out of 27 companies 52% of them are engaged in CSR activities; whilst 47% of the sample is involved in some kind of minor charitable activities.

Out of the companies who are involved in CSR activities, 79% of the respondents are engaged in CSR as a social course; whilst 21% of them are engaged in CSR by using the company's core competencies, with the expectation of some form of return to the organisation. In total only 11% of the respondents use CSR as a corporate strategy; whilst the remainder use CSR as either a social harmony purpose or a charitable purpose.

#### Background to the Problem

It is of paramount importance that any social or business strategy aligning with CSR should be sustainable in order to gain substantial benefits to both society and to the organisations. This study identifies a number of serious issues for a country such as Sri Lanka will face, due to either a lack of knowledge or ignorance, especially if companies do not focus their CSR initiatives on social endeavor or business strategy. Table above indicates this very clearly by identifying that not even 1/3 of CSR initiatives were sustainable after 2 years following implementation.

The question arises, when more companies are practicing CSR as a social endeavor approach, what antecedent's leads to sustainability of CSR projects, especially within developing countries.

#### Literature Review

Corporate Social Responsibility (CSR) is hardly a new concept. According to Waters (2014) it now comes at an awkward moment for corporations, as they need to respond to the requirements of stakeholders as well as to their investors. The basic belief that organisations are accountable to society at large and has developed over the years to companies responding to the society they generate their incomes from. Within the recent past markets have become highly competitive; the pressure on the CEO's has intensified during this period as one key deliverable has become the need to/ retain the investor's confidence. New thinking also started to emerge, as Galbreath, (2009) stated, "Some point out that the CSR discussions have generally focused on the role of business in society and the nature of a company's performance. However, at the practical level, there appears to remain much confusion in respect of how to build or integrate CSR into the overall strategy of the company." In the context of whether it is a social endeavour or a business strategy, the arguments continue.

## **The Definition of CSR**

Although the word CSR is a recent popular term, a pre association of business ethics and the social dimensions of business activity has been in existence for a very long time. Doing business with some moral principles was advocated by western and eastern thinkers such as Cicero in the first century BC and Kautilya in the fourth century BC respectively. Esposito (2009) shows that the first to introduce and define the term CSR was a Christian Pastor named Rev. Bowen in 1953. Bowen explains that the duty of a businessman is to create policies, take decisions and follow lines of action that are socially desirable and are in line with social values and objectives. He also emphasised that firms need to be cognisant of business ethics to achieve long term superior performance.

Throughout the past 60 plus years' different authors have used different concepts to describe and define CSR e.g. corporate social performance, corporate social responsiveness, corporate citizenship, corporate accountability, corporate sustainability, corporate governance and corporate social entrepreneurship.

According to Maignan & Ferrell, (2004), the different viewpoints of CSR can be categorised into four: CSR as a social obligation; CSR as a stakeholder obligation; ethics driven CSR and CSR as a managerial process.

Further, during the last few decades some CSR activities protected companies when negative publicity emerged (P C Godfrey, Merrill, & Hansen, 2009); some have supported not just the growth of sales but employment/investment too (Sankar Sen, Bhattacharya, & Korschun, 2006) and some with higher CSR ratings have attracted more human capital (Carmeli, 2005).

"The term [social responsibility] is a brilliant one; it means something, but not always the same thing, to everybody. To some it conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviour in an ethical sense; to still others, the meaning transmitted is that of "responsible for," in a causal mode; many simply equate it with a charitable contribution; some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym for "legitimacy;" in the context of "belonging" or being proper or valid; a few see it as a sort of fiduciary duty, imposing higher standards of behaviour on businessmen than on citizens at large (Masaka, 2008).

## **Corporate Identity and Ethics**

The main attribute that support the definition of a company's character and its values is called the company's personality or the corporation's identity (Paine, 2003). Corporate identity always reflects how a company is really perceived in the total arena it works within. Most companies try to establish a corporate identity by the use of marketing communication, especially branding, which has today become the central focus of their success and competitive advantage (Werther & Chandler, 2006). Corporate identity helps companies to very clearly differentiate their product offerings in the minds of customers. The question arises as to whether corporate identity truly reflects the business ethics of the company.

Carroll, (1991), expounds that a company's CSR activities start with economic responsibilities and continues with legal, ethical, and discretionary responsibilities respectively. Werther & Chandler, (2006) argue that what was ethical or even discretionary in the past, has become increasingly important today because of the ever changing business environment. CSR can be used, as a mechanism to match corporate identity with societal values within a rapidly changing business environment. Therefore, ethical behaviour reflects and becomes a prerequisite for strategic CSR.

Paine (1994) explains that a company's ethical behaviour is the mirror image of many things that include, its culture, shared values. It's principles and most importantly, ethical behaviour and culture are part of the definition of their corporate identity.

## **Social Antecedents**

As per the nature of this study, it is a must to examine the antecedents associated with social approach in order to sustain CSR initiatives and it is important to analyse the resulting satisfaction. According to the detailed literature review and some explained above, the antecedents of CSR can be discussed from several perspectives. Based on Galbreath (2009), Carroll (1991), Oliver (1991), Freeman (1994), Blowfield (2004) and others, the researcher has identified the antecedents of social endeavour approach of CSR as Social Environment antecedents and Biological Environment antecedents. Based on the above



### Definitions of main variables

Concept	Definition
CSR as a Social Endeavour	Firm's use of CSR initiatives to make an impact on society irrespective of a positive or negative return to the organisation.
Social Environment	Social problem that may exist objectively but become issues requiring a company's attention.
Biological Environment	Social problem that may exist objectively but need the physical attention of a company
Sustainable CSR initiatives	Ability of a company to execute a chosen CSR project for a longer period of time, until the defined objectives being met.

### Target Population, Sampling Frame, Data Collection and Analysis

According to Bryman (2006) designing an appropriate sampling frame is an important step of both qualitative and quantitative research projects. Babbie, (2006) says, population is the group that the conclusions are drawn from. The population in this study are listed companies operating in the Colombo Stock Exchange in Sri Lanka that are practicing CSR and the non-listed companies who have won international awards for CSR initiatives during the last 3 years. The reason for choosing the listed companies to be part of the population is that according to the triple bottom line reporting system it is mandatory for listed companies to report CSR under the sustainability section. Sri Lanka has 296 companies registered in the Colombo Stock Exchange, representing 20 business sectors (CSE, end 2014).

In each sample entity, 10 people were identified out of randomly selected 40 entities, on a random sampling basis to be interviewed; this included, shareholders/investors, and managers, this resulted in 400 respondents and 10 beneficiaries of the same project were also chosen randomly, this produced a further 400 respondents. The managers of the companies were selected based on the amount of involvement they had in the CSR projects, the impact of the CSR projects had on the company's core business strategy was also considered.

The 10 beneficiaries of each CSR program for each company were selected based upon respondents who had directly or indirectly benefited from the same CSR initiatives.

The selection of shareholders/investors, managers and beneficiaries was on a simple random sampling method as mentioned previously.

To facilitate convenience, it was envisaged that the data collection for the pilot survey, would utilize an electronic mail survey and field interviews. However, due to the difficulties faced in terms of explaining some questions, the researcher decided the best method would be the use of field surveys. The researcher, for the purpose of convenience, from time to time was accompanied by 10 personal assistants who acted as enumerators. The researcher himself conducted the in-depth interviews with selected organisations. The researcher has used frequency percentage to summarise, the descriptive data analysis and the structural equation method to test hypotheses was used. For the purpose of descriptive data analysis, frequency analysis is used with the help of SPSS (Statistical Package for the Social Science) version 20 software.

### Descriptive Data Analysis

#### Test of Normality

Variable	Skewness		Kurtosis		Test Normality		Transformation	Sig. after remedies
	Statistics	Z Value	Statistics	Z Value	Statistics	Sign		
Social Environment	.215	2.046	-.477	0.771	.163	.011		
Biological Environment	-.357	-3.396	-.135	0.495	.105	.000	Square root	0.25
Sustainable CSR Initiatives	-.696	-6.712	.530	0.345	.087	.051		

Source: Survey Data 2014-2015

#### Testing for homoscedasticity- Frontier Analysis

Metric Variable	Non Metric Variables											
Variable	Relationship Status		Involving Period		Type of CSR Program		Awareness Level		Customer-Associating		Benefitted CSR	
	Levene Stat	Si	Levene Stat	Si	Levene Stat	Si	Levene Stat	Si	Levene Stat	Si	Levene Stat	Si
Social Environment	2.612	.284	.978	.441	.584	.228	1.438	.295	4.514	.081	3.231	.111
Biological Environment	2.431	.056	.006	.668	.467	.066	5.477	.000	.567	.905	.323	.056
Sustainable CSR Initiatives	2.451	.173	3.876	.432	.131	.076	1.304	.089	6.738	.000	1.349	.663

Source: Survey Data 2014-2015

#### 4.4. Multicollinarity

Existence of multicollinearity creates misleading research findings, providing redundant results causing inflated standard errors; it tends to weaken the analysis results and therefore, the researcher tested the multicollinairity, using three criteria namely Squared Multiple Correlation (SMC), Tolerance Statistics and Variance Inflation Factor (VIF) and results pertaining to the analysis are given in table 4.3. Criteria for assessing the multicollinairity are of the values  $SMC < 0.9$ ,  $VIF > .10$  and Tolerance Statistics  $> 0.10$ . As shown in the table, it is evident that all explanatory variables are away from multicollinearity issues.

##### Multicollinearity

Variable	Shared Multiple Correlation (SMC)	Tolerance Statistics (TS)	Variance Inflation Factor (VIF)
Social Environment	.418	.434	1.212
Biological Environment	.401	.231	2.107
Sustainable CSR Initiatives	.694	.563	3.212

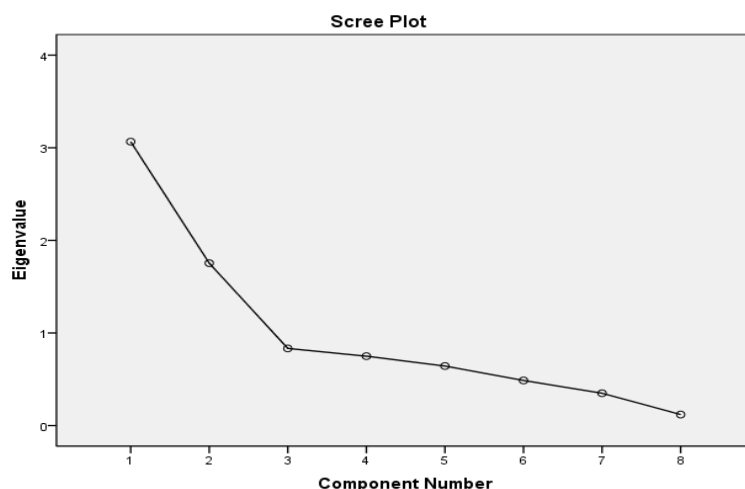
Source: Survey Data 2014-2015

#### Exploratory Factor Analysis (EFA) of Social Antecedents

Social Antecedents have been operationalised with the help of two dimensions, namely, social environment and physical environment. Hence, a total of 8 items have been deployed to measure these two dimensions; 5 items for social environment and 3 items for physical environment. Factorability of the data was mainly assessed with the help of the correlation matrix and it revealed a significant correlation between items meeting the required criteria.

The KMO values of .706 exceeded the recommended minimum criteria of 0.6 (Kaiser, 1974) and Bartlett's test of Sphericity was clearly significant (Chi-Squared value=377.182 df=28 and sig=0.00), indicating a correlation matrix and not an identity matrix.

Hence, all the data was suitable for factor analysis (PCA).



Scree Plot for Social Antecedents

Source: Survey Data 2014-2015

Two components with eigenvalues > 1 (Kaiser, 1974) emerged from the analysis, explaining 38.324% and 21.920% of the variance, respectively. Inspection of the scree plot reveals the two components to be retained. Orthogonal Varimax rotation has been applied to make the interpretation clearer and items loaded on components greater than the 0.40 rule have been applied for item retention and following table explained the summary of PCA.

#### Summary of EFA of the Social Environment

Factors	Factor Loading	Eigenvalues	Variance Explained	Cronbach's Alpha	Communality
Social Environment (5 items)		3.066	38.324	.714	
SE2					
SE3	.750				.564
SE4	.483				.367
SE5	.869				.791
SE6	.473				.338
	.864				.788
Physical Environment (3 items)		1.754	21.920	.742	
PE1	.790				.626
PE2	.793				.643
PE3	.818				.702

Source: Survey Data 2014-2015

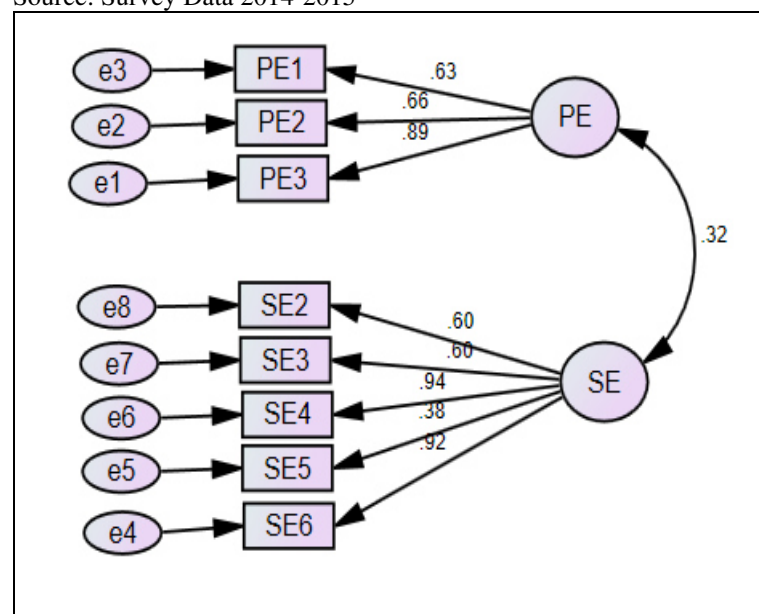
#### CFA for Social Antecedent

According to the model the main dimensions were identified as Social Antecedents. These dimensions consist of 9 items and were used in the CFA of commitment antecedents and the results are shown below.

##### Social Antecedent fit

Model	CFI	GFI	AGFI	IFI	NFI	TLI	RMSEA	CMIN/DF
Before Modification	0.962	0.957	0.919	0.962	0.947	0.944	0.082	3.436
Tolerance Levels	>0.900	>0.900	>0.900	>0.900	>0.900	>0.900	<0.05	1.0 < CMIN/DF < 5.0

Source: Survey Data 2014-2015



Path diagram of CFA for Social Antecedent

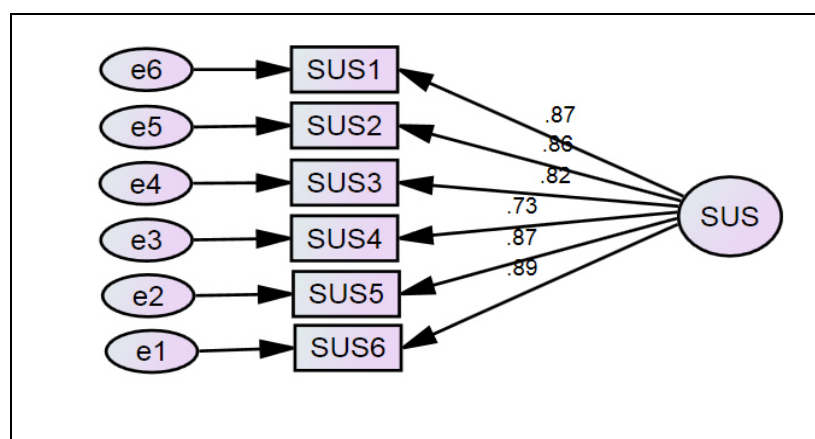
Source: Survey data, 2014 -2015



### CFA for Sustainability Initiatives *model-fit*

Model	CFI	GFI	AGFI	IFI	NFI	TLI	RMSEA	CMIN/DF
Before Modification	0.983	0.967	0.923	0.983	0.978	0.971	0.096	4.324
Tolerance Levels	>0.900	>0.900	>0.900	>0.900	>0.900	>0.900	<0.05	1.0<CMIN/DF <5.0

Source: Survey Data 2014-2015



**Path diagram of CFA for Sustainability Initiatives**

Source: Survey Data 2014-2015

### Discussion, Conclusion and Recommendations

The main item tested was that companies who select CSR as a social endeavour tend to sustain CSR initiatives in the long term and it was tested based on the SEM analysis as shown below. According to the results, it is shown clearly that the hypothesis is not supported by the data, as companies are not geared to continuously commit to CSR initiatives when they have been chosen merely as a social endeavour.

#### Test Values

	Estimate	S.E.	C.R.	P
SocAnt ---> SUS	0.03	0.05	0.595	0.552

Source: Survey Data 2014-2015

During the in-depth interviews conducted among shareholders and high level managers of 5 leading companies attached to 5 different industries directly and indirectly, showed that their commitment is less towards philanthropic CSR initiatives.

### The main objective of the research is to analyses whether sustainability of CSR initiatives emerged when they are treated as a social endeavour.

The study focuses on how social antecedents explained in the earlier chapters leads to social satisfiers and in turn the impact to sustainability. Social harmony strategy takes a communitarian oriented perspective and Selznick (1994) and Carroll (1991) argue that CSR initiatives should focus on, among others, ethical and philanthropic approaches. Both Carroll (1991) and Freeman (1994) suggest CSR initiatives focusing on social antecedents leads to the satisfaction within the community and entity. The sample did not identify much of a relationship to the sustainability of a company's CSR initiatives, as the relationship between social antecedents and the sustainability is not significant ( $P > 0.05$ ). Therefore, empirical results of the present study are not supportive of this hypothesis. According to the researcher, this may be due to many reasons, such as: the lack of importance of CSR initiatives, lack of relevance attached to CSR initiatives, the belief of the beneficiaries that these program may or may not be sustainable (for example like the questions raised under community satisfaction "I believe current CSR programs of the company satisfy the community needs" the mean and standard deviation values are very low compared to other questions in the section) etc., At the same time, beneficiaries are not the party to decide the sustainability of the programs as it is at the discretion of the managers to decide. Further, social antecedents and the direct relationship to sustainable CSR initiatives also show an insignificant relationship.

Therefore, the conclusion for the main objective of the study is that there is no significance relationship to sustainability of CSR initiatives when they are directed by social motives.

### Recommendations for Future Research

This current study was focused mainly on a developing country, especially one with a market with high growth potential. The reason for this is due to the country is emerging after a long civil war, therefore, the outcome of the research may not be suitable for application to all developing countries across the globe. Therefore, the future

researcher can use the same model to observe the implications in other situations.

Another growing area that the researcher observed in Sri Lanka is the success and commitment of managers engaged in CSR work with suppliers and this is also open for more research.

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